Department of Education

BUSINESS PLAN
2007–2008

DEPARTMENT OF EDUCATION

BUSINESS PLAN 2007–2008

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1. Message from the Minister and Deputy Minister

In keeping with the Province's commitment to be more accountable to the public for its actions, all departments and agencies are required to prepare annual business plans describing their priorities for the next fiscal year. The Department of Education is proud to present its business plan for 2007–2008.

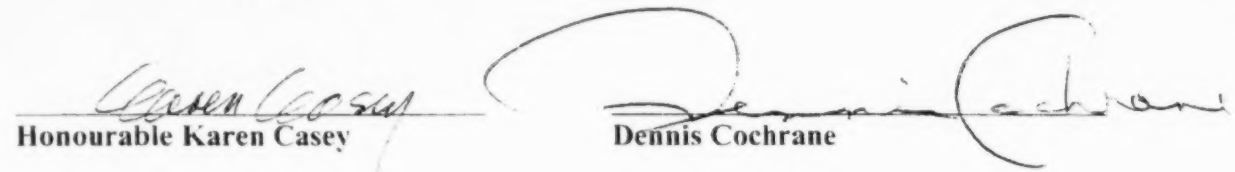
In May 2005, Nova Scotia introduced a new plan for P-12 education, *Learning for Life II: Brighter Futures Together*, developed in collaboration with hundreds of education partners. In 2007–2008, the Department will continue to implement the initiatives included in the four-year plan to help students in primary to grade 12 succeed in school.

Some of the key issues facing Nova Scotia today require a collaborative effort between partners in order to effect change. The Department of Education is working with its partners to address some of these very important issues, including the response to the Nunn Commission Report, Healthy Eating Nova Scotia, and Skills Nova Scotia.

The province's post-secondary education sector includes the province's universities, the Nova Scotia Community College, and private career colleges. The Department will continue to work with its partners to ensure that Nova Scotia post-secondary students have access to an equitable and high quality education. This will include implementing the government's commitment to reduce university tuition to the national average by 2010-11; undertaking a review of teacher education; building federal support for an infrastructure renewal program for the public post-secondary education system; introducing a direct-lend model for student loans; and completing an update of the enrolment data in the university funding formula to make the formula more reflective of the current university sector.

The province's labour market is facing challenges related to declining population growth, an aging population, changing technology, and rising education and skill requirements. To address these challenges, the Department will undertake a number of initiatives, including adult learning and literacy strategies; developing a Labour Market Information Strategy; developing a marketing and promotion strategy for apprenticeship, and advancing career development initiatives.

Working with our educational partners, students and parents, we will move forward with these initiatives in order to build a high quality education system, a strong workforce, and a bright future for all Nova Scotians.



Honourable Karen Casey **Dennis Cochrane**

2. Mission

The Department's goals, guiding principles and strategies help to develop an environment where education and training are valued, achievement is celebrated, and learners are provided with opportunities and tools for rewarding and successful learning experiences.

Our mission is...
to provide excellence in education and training for personal fulfilment and for a productive, prosperous society.

Belief statements that underpin this mission statement reflect the Department's commitment to access to lifelong learning opportunities, full participation at all levels of the education and training system for all Nova Scotians, and accountability of all partners.

3. Link to the Corporate Path

The Department of Education's strategic goals and policy priorities are aligned with, and supportive of, the Government's corporate direction and priorities within the context of fiscal sustainability and a balanced budget.

Creating Winning Conditions *and* ***seizing new economic opportunities*** means that Nova Scotians are well equipped to contribute to and avail themselves of the economic opportunities of tomorrow. This requires a well-educated population and a skilled workforce, able to take on the challenges of tomorrow. The initiatives undertaken by the Department of Education contribute to both individual well-being as well as supporting ***healthy families and communities***.

Highlights of some of the Department of Education priorities which contribute to Government's Corporate Path priorities are noted below. Detail on these initiatives can be found in Section 7.

Globally competitive workforce
- Options and Opportunities program and new career-related courses
- Nova Scotia School for Adult Learning
- Prior Learning and Assessment Recognition initiative
- Skills Nova Scotia
- Labour Market Information Strategy

Healthy, Active Nova Scotians
- Health promoting schools
- Food and Nutrition Policy for Nova Scotia public schools
- Provincial breakfast program
- New health education curriculum and physical education mandatory high school credit

Accessible Services
- Reduced university tuition
- Repayment Assistance Program for students repaying Nova Scotia student loans
- Racial Equity Policy
- New correspondence study courses and online courses
- Supports for post secondary students with disabilities

Safe Communities
- Implementation of the School Code of Conduct
- Support to schools in implementing Positive and Effective Behaviour Supports (PEBS)

Vibrant Communities
- P-12 Tuition support program
- Multi-year funding agreement with library boards
- Implementation of the BLAC Report recommendations
- Positive parenting workshops
- Development of Gaelic language curriculum
- Post-secondary infrastructure renewal

4. Planning Context

The Planning Environment

A strong, diverse economy remains a priority for this government and education has been identified as a cornerstone of economic development. Education must be recognized as a lifelong endeavour; learning at all stages of life will maintain a strong workforce to support a prosperous, sustainable economy. As needs change, the Department must have a strong policy development and research capacity to address these current and emerging needs. Within this context, a number of key strategic issues and key challenges are identified.

Key Strategic Issues

Healthy, Active Learners

Good health must be integrated into all aspects of our life, from home to school to work. Increasingly, schools are playing a significant role in promoting healthy, active lifestyles, which includes provision of nutritious food choices in the school, promotion of physical activity, and leadership on healthy lifestyles that support students to become better, more engaged learners at school and healthier Nova Scotians for life.

Inter-Sectoral Issues

Many issues that face the Education system cannot be addressed by one department alone. It has become clear that to achieve our goals, collaborative work between departments is essential. Many of the current initiatives being undertaken by the Department are collaborative efforts with other departments, including the Children and Youth Social Action Policy, the Youth Strategy, Skills Nova Scotia, and Healthy and Active Learners. The Department has demonstrated a strong commitment to consultation and collaboration with partners.

Skilled and Knowledgeable Workforce

Over the next decade, declining population growth, an aging population, changing technology, and rising education and skill requirements will require new partnerships and creative approaches to skill development. The changing nature of work, society, the economy and technology require that learning institutions provide options and opportunities that will allow students to reach their potential by acquiring the knowledge, skills and attitudes needed in today's world.

Accountability

The Department will continue to strengthen accountability at all levels of the education system. A key element of accountability is to ensure that standards of quality are established, measured and reported upon. These standards enable the system to measure its achievements and determine where improvements are required. It is important to monitor the performance of students and schools and the role of teachers in the teaching process and report the results to stakeholders, including parents.

Key Challenges

Demographic Shift

The education system continues to face considerable demographic pressures, particularly in rural communities and small schools, that will require an integrated approach to policy development and planning. The current funding allocation model among school boards uses enrolment as one of several determinants. Declining enrolment creates challenges in teaching, particularly in later grades with regard to how the range of courses are offered and the acquisition of teaching resources for specialized courses. As teachers retire, a shortage of teachers in some subjects is predicted. Declining populations in rural areas of Nova Scotia also present challenges to rural public library systems in terms of service delivery and funding. Declining enrolments will also create capacity challenges for the university system. Finally, as professors age and retire, faculty recruitment and retention will be a very significant issue facing our post-secondary education system.

Aging Infrastructure

Another ongoing challenge for the education system is the maintenance and building of public education facilities at all levels. Facilities require continuous maintenance because of aging, changes to building codes, and requirements for new technology. This challenge is also faced by the province's public library systems as well as higher education institutions, particularly universities with their need to replace aging facilities. In 2006, the Association of Atlantic Universities estimated the cost of deferred maintenance among Nova Scotia universities and at the NSCC to be $508.5 million.

Key Partnerships for Inter-Governmental Initiatives

Nunn Commission Response	The Department of Education will be an active member of the interdepartmental steering group to develop a comprehensive provincial strategy to improve services for children and youth, which will focus on early intervention, family counselling and support to youth at risk. Specifically, the Departments of Community Services, Education, Health Promotion and Protection and Justice will collaborate on the development of government-wide policies and the creation of working groups to support collaboration on department-specific policy development, program development, or program/service delivery between more than one department.
Breakfast Program	Children come to school hungry for many reasons and breakfast programs offer support to ensure that children begin their day nourished and ready to learn. The Department of Education will work with the Department of Health Promotion and Protection and the Breakfast for Learning Nova Scotia Advisory Council, and school boards to support the implementation and monitoring of the program.
Skills Nova Scotia Framework	The Department of Education coordinates the implementation and integration of the *Skills Nova Scotia Framework*, which is the corporate strategy to address the labour market issues related to productivity, increasing skill demands, and changing demographics. The framework goals provide the province with directions for policy and program development, interdepartmental coordination, integration and collaboration, federal / provincial negotiations and joint work related to labour market issues. A review of the framework is currently underway through a consultative process engaging all key stakeholders.
Copyright	Through a leadership role in the CMEC Copyright Consortium, the Department of Education participates in efforts to encourage the federal government to ensure that amendments to copyright legislation address the needs of students and teachers to access publicly available digital material on the internet for use in the classroom.

Regional and Pan-Canadian Partnerships	Through the Council of Atlantic Ministers of Education and Training (CAMET) and the Council of Ministers of Education, Canada (CMEC) Nova Scotia participates in regional and national initiatives to share resources related to education and training.

Department Structure

The Department has a broad mandate that spans the education and training system from school entry through to all post-secondary and adult learning destinations. These destinations include adult education, apprenticeship, community college, private career college, university, and other venues supporting human development. Other responsibilities include public libraries. The Department of Education is structured into eight operational units which are described briefly as follows.

Public Schools Branch
This branch comprises African Canadian Services, Education Quality Services, English Program Services, Evaluation Services, French Second Language Program Services, Learning Resources and Technology Services, Mi'kmaw Services, Regional Education Services, and Student Services. It is responsible for all educational programs and services for the English language public school system, assessment and evaluation, educational technology, and school board liaison.

Acadian and French Language Services Branch
The Acadian and French Language Services Branch monitors and approves curriculum development for French first language education. The branch negotiates and co-ordinates activities related to federal–provincial funding agreements for French first and second language education in Nova Scotia, and co-ordinates and manages implementation of national official languages programs for Nova Scotia. This branch is responsible for liaison with the Conseil scolaire acadien provincial and all community and representative groups as they relate to French first language education. The branch is responsible for the coordination of all French language services as they relate to the *French Language Services Act/Loi sur les services en français* and its regulations, including implementing priorities identified in the Departmental French Language Services Plan.

Higher Education Branch
This branch comprises Universities and the Nova Scotia Community College, Student Financial Assistance, Private Career Colleges, Post-Secondary Disability Services, and the Provincial Library. This branch promotes equitable and affordable access to quality higher education and knowledge for Nova Scotians in partnership with post-secondary institutions and public libraries.

Skills and Learning Branch
This branch comprises Adult Education, Apprenticeship Training and Skill Development, Labour Market Partnerships, Provincial Apprenticeship Board, Youth Services and the Labour Market Development Secretariat. By meeting the changing education and training needs of Nova Scotia's economy, this branch facilitates access and the removal of barriers to support full participation in the labour market.

Corporate Policy Branch
This branch comprises Policy and Planning and Information Management. It is responsible for providing advice and support in policy, planning, legislation, research, coordination, and information and publishing services to all areas of the Department. This branch also includes the following responsibilities: the departmental library, records management, co-ordination of appointments to agencies, boards and commissions, and administration and advice on the *Freedom of Information and Protection of Privacy Act*.

Corporate Services Branch
This branch comprises Financial Management, Education Funding and Accountability, Facilities Management, Information Technology Services, and Statistics and Data Management. It is responsible for the delivery of business and support services to the Department of Education, including the provision of facilities planning and capital projects, financial management and comptrollership responsibilities, information technology, the province-wide delivery of data communications, the management of educational related data and statistics, and for providing selected services to school boards including co-ordination of pupil transportation with school boards.

Human Resources & Legal Services Branch
This branch supports activities associated with collective bargaining, supports school boards, enhances effective human resource planning, provides teacher certification and classification functions, and delivers comprehensive human resource services and strategic advice. The human resources component of the branch is part of a corporate services unit which also provides human resource services to other departments.

Communications
Communications provides communications support for government and Department of Education programs, policies, and initiatives. This includes communications planning, issues management, media relations, special events, stakeholder communications, and promotion/marketing.

5. Goals of the Department

The Province is focused on making smart investment to grow the economy, fiscal responsibility, competitive business climate, social programs and taking a realistic approach to managing the growing costs of programs and services. Corporate Path directions are to create winning conditions; seize new economic opportunities; and, build for individuals, families and communities.

The Department of Education's goals for 2007–2008 are focused on fulfilling the government corporate directions and are as follows:

- improve conditions for learning in the public education system
- strengthen educational programming and services in priority areas
- enable the provision of relevant and high quality post-secondary education and training
- promote healthy, active learning communities and families
- foster access, equity and diversity through and within education and training
- develop a skilled and adaptable workforce
- strengthen accountability in the areas of governance, resource investment and utilization, and reporting of results

6. Core Business Areas and Functions

The mandate of the Department of Education spans the public school system, the community college, universities, private career colleges, adult learning, post-secondary disability services, student assistance, apprenticeship, public libraries, and other programs and services to support lifelong learning. The core business areas of the Department closely mirror the Department's operational organization. The six key core business areas are primary–12 education, higher education, skills and learning, corporate policy, corporate services, and human resources and legal services. The related core business functions are identified for each of these areas below.

1. Primary–12 Education

The functions under this core business area involve activities relating to primary-12 education for English first language, French first language, and French second language students. This core business area involves coordinating the design, development, implementation, and evaluation of programs, courses, services, and related policies and resources for the public school system.

These functions include provincial, national, and international assessments of student achievement; special education; comprehensive guidance and counseling; multi-cultural education; support services for the educational achievement of Mi'kmaq and African Nova Scotians; the evaluation and provision of print and technological learning resources; professional development for administrators and teachers; school accreditation; correspondence studies; and the provision of advice to school boards in educational and operational matters.

The functions of primary–12 Education are as follows:

- advise Minister on all matters relating to primary–12 education
- identify priorities, co-ordinate the development, and evaluate the implementation of public school programs, policies, educational services, and related priorities
- provide direction and advice to school boards on all matters pertaining to public education
- co-ordinate the development and implementation of educational programming and services to support African Nova Scotian students, Mi'kmaq students, and students enrolled in French and English second language programs
- co-ordinate the development and implementation of programming and services for students with special needs and other student support services
- evaluate resources to be included in *Authorized Learning Resources* and provide technology services to support the curriculum
- provide online education services to increase accessibility to curriculum
- co-ordinate the provincial school accreditation program and the school improvement planning process
- co-ordinate provincial, national, and international assessments and publish an annual *Minister's Report to Parents* on the results

- plan and conduct in-service teacher education and summer institutes, and assist school boards in developing and providing professional development programs

- negotiate and administer federal assistance programs provided under Official Languages in Education Program for French first and second language programs

- in collaboration with the Council of Ministers of Education Canada and the Department of Canadian Heritage, coordinate and administer the minority and second language programs which include four bursary and two language monitor programs

- provide consultative and advisory and liaison services between school boards and the Department of Education relative to education matters, as well as other education partners such as universities, colleges, other departments and agencies, professional associations and organizations

2. Higher Education

The Higher Education core business area contributes to lifelong learning by providing funding, services and support to post-secondary institutions and public libraries to maintain access to high quality post-secondary education and information. Further, this core business area supports the provision of the necessary, highly qualified personnel to meet labour market demand and the need for a knowledgeable, engaged citizenry.

The functions of Higher Education are as follows:

- advise the Minister on all matters relating to universities and the Nova Scotia Community College (NSCC) and post-secondary education issues on a provincial, regional and national level

- provide funding and support to universities and the NSCC

- responsible for public libraries

- coordinate federal–provincial and interprovincial negotiations related to post-secondary education, such as student loan policy

- advise the Minister on matters relating to training at private career colleges and develop related policy

- assist adult Nova Scotians with disabilities to obtain access to and to succeed in post-secondary training

- assist the post-secondary education institutions to meet the needs of the labour market
- administer the Canada and Nova Scotia Student Assistance programs, including management and stewardship of the Nova Scotia student loan portfolio
- co-ordinate public library services and promote library cooperation at national, regional, and provincial levels

3. Skills and Learning

The Skills and Learning core business area co-ordinates the design, development, implementation, and evaluation of policies, programs, services and resources related to labour market development with a focus on the following: adult learning, apprenticeship, workplace training, labour market information, federal–provincial relations, skill development, and youth. It also facilitates partnerships among government, industry, business and labour, education and training providers, and community organizations to foster labour market growth through skill development.

The functions of Skills and Learning are as follows:

- advise the Minister on matters related to labour market development including adult learning, apprenticeship, workplace training, labour market information, federal–provincial relations, skill development, and youth
- co-ordinate the integration of the Skills Nova Scotia framework with other strategies, and publish an annual action plan and year end report
- co-ordinate federal–provincial relations related to labour market and skills development funds, labour mobility and all other federal/provincial labour market initiatives
- create labour market policy, undertake labour market research and analysis, and disseminate labour market information
- administer the Nova Scotia apprenticeship training system and the Provincial Apprenticeship Board
- identify priorities and co-ordinate the development, delivery, and evaluation of adult learning programs and youth engagement and development initiatives including apprenticeship, co-operative employment opportunities, literacy, essential skills, youth inclusion and high school equivalency and completion

- co-ordinate, in partnership with industry, business, labour, education and training providers, and community-based organizations, the development of strategic initiatives that respond to emerging labour market skill development needs, including supporting employer engagement and recruitment, retention, repatriation and re-training of the Nova Scotia labour force

4. Corporate Policy

The Corporate Policy core business area provides advice and support in policy, planning, legislation, research, coordination, strategic consultations, and information services to all areas of the Department. This core business area is focused on ensuring that the Department has clear, achievable and appropriate policies in place, decisions are based on high quality research and consultation undertaken to address current and emerging issues, the business planning and budgeting processes are integrated, and the accountability requirements of the Department are met.

The functions of Corporate Policy are as follows:

- establish the Department's policy and planning agenda and co-ordinate the development, communication, and evaluation of policy for all departmental jurisdictions
- lead strategic and business planning for the Department, enhance the integration of planning and budgeting processes, and provide guidance and support to school boards in the development of their business plans
- support a strategic focus on corporate departmental issues and co-ordinate the legislative agenda and related processes
- initiate and co-ordinate policy proposals, departmental positions, Cabinet submissions, and briefing material to support the Deputy Minister, Minister, and Premier
- design and lead large inter-stakeholder meetings to consult on strategic issues and foster linkages with key partners, such as annual *Principals-in-Focus* meetings for public school principals at elementary, junior-high and senior-high levels
- ensure the Department meets its accountability requirements through publication of an annual Accountability Report
- undertake focused research to address current and emerging issues, and co-ordinate surveys, evaluations and studies

- co-ordinate interprovincial and intergovernmental relations in matters relating to the responsibilities of the Department

- administer the *Freedom of Information and Protection of Privacy Act* for the Department and advise on issues related to access to information and privacy

- manage departmental information resources and library services, and develop, implement, and maintain the Department's records management system

- provide an electronic and print publishing service

- co-ordinate the appointments process for agencies, boards, and commissions under the Department's mandate

5. Corporate Services

The Corporate Services core business area involves the provision of a range of services to the Department, school boards, the Nova Scotia Community College, universities, public libraries, and other related organizations to assist the Department in meeting its mandate. These services are in the key areas of financial management and control, facilities and transportation, information technology, statistics and data management, and the distribution of learning resources and related products. The Information Technology Services component of the Branch is a corporate services unit which also serves other departments.

The functions of Corporate Services are as follows:

- develop and maintain a comprehensive management information system and statistical service relating to public education matters

- co-ordinate and support the use of information technology and provide related consultative and advisory services throughout the education and training system

- provide co-ordinated wide area network (EDnet) communications and services to schools, school boards, the Nova Scotia Community College, Université Sainte-Anne, and libraries for administrative systems, online learning and access to the Internet by students, teachers and the public

- operate the school book bureau

- monitor school board student transportation systems

- provide comptrollership functions for the Department including financial reporting, budget management, internal control, and administration

- administer provincial grants to school boards, colleges, universities, community learning organizations, and public libraries

- undertake grant-recipient audits, facilities planning, and equipment acquisition

- establish accountability and financial guidelines for school boards and monitor school board financial performance

- manage the Province's school capital program, including the construction of new schools, major alterations and additions to existing schools, the leased school program, and the school indoor air quality program

6. Human Resources and Legal Services

The Human Resources and Legal Services core business area involves the provision of a range of services to the Department, school boards and teachers. These services are in the key areas of human resources management, labour relations and collective bargaining, legal advisory and representational services, and teacher certification. The Human Resources component of the Branch is a corporate service unit which also serves other departments.

In the Department of Education, the functions of Human Resources and Legal Services are as follows:

- provide labour relations and legal advisory and representational services to school boards on matters of provincial scope to build expertise and consistency across the public school system in dealing with common issues, including collective bargaining, grievance handling and arbitration, human resources planning, and accountability structures

- provide teacher certification and classification functions, and recognize and maintain teacher service records

- provide human resource management services to the Department, with specific attention in a given year to the priorities as defined through the multi-year Human Resources Strategy and the Corporate Human Resources Plan. Further detail on the Department's Human Resources Strategy can be found in Section 8.

7. Priorities and Performance Measures for 2007–2008 by Goal

Note: Priorities have been grouped under the appropriate strategic goal. This provides a clear linkage between the Department's strategic planning and the corresponding priority areas in which work for the 2007–2008 year will be focused. Unless otherwise specified, the following apply to both English as a first language and French as a first language.

Goal 1: Improve conditions for learning in the public education system

School Accreditation Program and School Improvement Process

2007–2008 will be the third year of the province-wide implementation, which engages schools in an extensive review of their student achievement and school performance. To date, more than 130 schools are participating in the program. Additional schools will begin the program in 2007–2008; the long-term goal is to have all schools involved by 2009–2010. Accredited schools demonstrate that they have met their goals for student achievement and school performance.

Teacher Professional Learning

To address challenges related to the significant amount of time, energy, and financial resources devoted to teacher professional development in this province, the Department, school boards and schools are co-constructing a new tri-level approach to teacher professional learning. This process which began in September 2006 in selected school networks, will roll-out over a three-year period. The Department will provide leadership training and school support to school-based leadership teams and assist in the evaluation process. This new approach is closely aligned with the school accreditation process.

Teacher Professional Growth Planning

A teacher professional growth planning process will be piloted in some schools which are participating in the school improvement planning process. Teachers' experiences will be monitored to ensure the two processes work well together and help teachers to meet school improvement goals and shape their own professional development.

Principals as Educational Leaders

Two pilot projects designed to assist principals with managing their administrative responsibilities concluded in 2006–07. The Department will act on lessons learned from these pilots and on the findings of extensive consultations with principals conducted in 2005–06.

Instructional Time
Two factors that most influence students' opportunity to learn are quantity and quality of instructional time. Further to a research project on Instructional Time and School Activities Tracking, conducted in 2006 in collaboration with school boards, the Department will introduce a policy framework with guidelines for school boards and schools.

School Libraries
Funding will be provided for school libraries to assist boards in expanding school library collections and improving the ratio of school library technician staff to students. The Department will enhance French second language school library holdings based on a needs assessment to be completed in June 2007.

Safe Schools
The Department will complete its four-year plan to support the implementation of the *School Code of Conduct* through the provision of inservice education regarding *Positive and Effective Behavioural Supports* (PEBS), the *Provincial School Code of Conduct and School Code of Conduct Guidelines*, and *Meeting Behavioural Challenges: Creating Safe and Caring Learning Environments*. All schools will have completed inservice training in PEBS by March, 2008. Optional summer sessions have been offered to all boards in 2005 and 2006. The Department has trained PEBS lead-teams in all boards by providing follow-up training on secondary and tertiary behavioural interventions and supports. Lead-team members will be provided further training in March 2007. Optional summer sessions will be offered in 2007.

Class Size Initiative
The Department will provide targeted funding to boards to cap class sizes in grades primary-3 at 25 students, and to cap class sizes in combined grades primary-1, 1-2, and 2-3 classrooms at 20 student or provide an additional non-teaching adult in those combined classrooms.

Access to Computers in Schools
To address the need to replace computers that are more than seven years old, the Department will continue the implementation of a plan to refresh computers with a focus on grades 10–12. In 2007–2008, the Department will provide approximately 1,000 computers, LCD projectors, software, and accessories to expand access to information technology in schools. Funding will also be allocated to school boards to provide professional development for teachers and technical support.

French Second Language Teachers
The Department will offer an online French language course, increase the number of summer immersion opportunities for interested teachers, and offer a French second language bursary for B.Ed. students in order to help meet the demand for qualified French second language educators.

Teacher Demand and Supply
Research will be completed in Summer 2007 to create an updated forecast of teacher supply and demand in Nova Scotia in order to provide guidance for labour market planning and early recruitment initiatives.

Matching Teachers to Subject Specialities
In early 2007 the Department completed an audit of junior and senior high teaching assignments and a report on the post secondary education backgrounds of current junior high and high-school teachers and the courses which they currently teach. Recognizing that post secondary education background is only one of the important elements in teacher preparation, the Department will work with school boards and other key partners to identify strategies to better match teachers to their subject specialties.

School Construction and Renovation
The Department will identify school capital needs and deliver approved projects. Six school construction projects are now underway and will carry on in fiscal year 2007–2008. Two school projects will have construction begin in 2007–2008.

The addition and alteration program will enhance and/or replace major school building components on a priority basis. To be implemented in 2007–2008, 11 schools are being added to and altered under a phased multi-year program to address building condition, environmental, and program issues at these schools.

Goal 1 Performance Measures
Outcome: Schools identify areas needing improvement and develop a plan

Measure	Baseline Data	Data	Target (2009-10)	Strategies
Number of schools involved in School Improvement Planning/Accreditation	49 (2005-06)	Not yet available	All Schools	Hire department staff person to coordinate accreditation process and work with accreditation coordinators at school boards. Provide implementation grants to schools and professional development.

Outcome: Safe and Healthy Learning Environment

Measure	Baseline Data	Data	Target (2009-10)	Strategies
Number of schools that have received professional development on the Positive and Effective Behavior Supports Strategy.	100 (2005-06)	300 (2006-07)	All schools	Provide two-day provincial in-service for all schools over the next two years

Outcome: Class sizes are reduced

Measure	Baseline Data	Data	Target (2010-11)	Strategies
Number of grade levels for which class size is capped at 25	Primary (2003-04)	P-1 (2004-05) P-2 (2005-06) P-3 (2006-07)	Grade 6	Over time, expand the Class Size Initiative up to and including grade 6.

Outcome: Students have access to computers at school

Measure	Baseline Data	Data	Target (2010-11)	Strategies
Percent of Grade 10-12 classrooms with three or more current computers.	31.8% (2005-06)	Not yet available	65%	Information Economy Initiative extension program funds software, professional development and technological support in schools. Technology recycling program provides 4000 computers each year to public schools.

Outcome: Better Educated Nova Scotians

Measure	Baseline Data	Data	Target (2008-09)	Strategies
High School Graduation Rate	84.3% (2004-05)	85.0% (2005-06)	Increase over baseline	Implement strategies targeted towards youth at risk of leaving school early

Goal 2: ***Strengthen educational programming and services in priority areas***

Pre-primary Program
The Department will co-ordinate the pre-primary program currently being offered in 19 sites for 280 students across the province. The pilot program is being evaluated in the 2006–2007 school year. The Department will continue to fund this program in 2007–08 for up to 20 sites and will work with boards and other partners to examine the results of the program evaluation and to explore the full range of options for early childhood education.

French Second Language
The early intervention Reading Recovery™ program will be expanded to train additional grade 1 French immersion teachers in order to provide Reading Recovery™ in all schools with grade 1 French immersion. Funding will be provided to train an additional bilingual Reading Recovery™ trainer.

Curriculum and Learning Resources for Teachers and Students
Since the beginning of the pilot project whereby the Conseil scolaire acadien provincial (CSAP) assumed the lead role in curriculum development and implementation for its students, CSAP has produced 42 curricula for French first language schools. The pilot project will be extended another two years beyond its original end date of 2007. In 2007–2008, it is anticipated that 35 more curricula will be completed.

Learning resources for students and professional resources for teachers will be provided in key curriculum areas, including, integrated French language arts and social studies curriculum for the grade 8 Français intégré program; science, grade 6; mathematics grades 6 and 8; literacy, including *Teaching in Action Grades 4–6* ; *Teaching in Action: Grades 7–9*; Writers in Action 9, and Literacy Success 11; Global Geography and Global History; and Social Studies grades 7–9 programs.

New curriculum will be developed for French first language sciences humaines grades 7 and 8; grade 7 music, visual arts, and family studies; and senior high technology education. New curriculum will be introduced for grade 6 science, the geometry unit of grade 7 mathematics, grade 8 Health/Personal Development and Relationships, grade 10 physical education, and grade 11 child studies.

Literacy

The Department will provide targeted funding for 15 full-time literacy mentors for grades primary–9 in the English school boards. The *Learning for Life II* goal is to provide the services of 50 literacy mentors. In addition, funding for four literacy mentors is being provided for French first language. The goal for 2007–2008 is to provide for six mentors and possibly a board coordinator for the CSAP.

The Department will introduce *Teaching in Action: Grades 4–6, Teaching in Action: Grades 7–9,* and Writers in Action 9. The Department will assist boards in building leadership capacity by providing workshops for teachers and administrators who will support schools in the implementation of these initiatives. The Department will work with boards to monitor the effectiveness of implementation of Teaching in Action in grades primary-3 and Writers in Action in grades 7 and 8.

Targeted funding will continue for the implementation of Literacy Support Plans developed for learners who do not meet expectations for achievement in reading and writing in the Elementary Literacy Assessment and the new Junior High Literacy Assessment. The Department will work with boards to monitor the effectiveness of us of Literacy Support funding and implementation of plans to support students' literacy development across the curriculum.

The Literacy Success Strategy, introduced at the grade 10 level in 2006–2007, will expand to grade 11 in 2007–2008.

Mathematics

The department will provide targeted funding for 18 full-time math mentors for grades primary–9 in the English boards. The Learning for Life II goal is to provide the services of 60 math mentors. The department will support boards in building their leadership capacity in mathematics by providing opportunities for professional development for school-based math leaders in grades primary–9 and by training more than 30 facilitators as leaders of a new comprehensive professional development model for schools, grades primary–6.

Revised geometry outcomes for Mathematics, Grade 7 will be implemented and revised geometry outcomes for Mathematics, Grade 8 will be piloted.

Senior high mathematics initiatives will include implementation of the new Math: Trades and Technology 12 course, including the provision of professional development and resources; professional development for teachers of Mathematics Essentials 11; and the development of resources that can be used by Mathematics 10 teachers to increase the algebra skills of students.

Student Services
A three-year professional development plan will continue to enhance capacity and teacher expertise to meet the needs of students with Autism Spectrum Disorder. Demonstration sites will be set up across the province and an autism guide for teachers will be introduced.

The Department will continue its multi-year commitment to continue funding for boards for core professional services for students with special needs and qualified guidance counselors with particular focus on meeting targeted guidance ratios in elementary schools.

Minister's Review of Services for Students with Special Needs
A review of services for student with special needs will be undertaken by an external review team and will involve a series of consultation meetings across the province to ensure broad public input. Based on feedback received, the review team will prepare a report and submit recommendations to the Minister of Education in Summer 2007.

Tuition Support
The Tuition Support Program will be extended to include an additional year for students meeting the criteria established as a result of the work of the Tuition Support Ad Hoc Committee.

Advanced Courses
The Department will begin implementation of new advanced courses in English 11, Chemistry 11, Music 12 , Visual Arts 12, Global Geography 12, and Global History 12. Online access to these courses will be made available over time to give more students the opportunity to take advanced courses. In partnership with Dalhousie University, the Department will increase the access of public school students to an online university biology course for which students may earn a university credit.

The International Baccalaureate program is currently offered in two public schools in the province. Beginning in September 2007, the Department will support the implementation of the International Baccalaureate Diploma Program grade 11 courses in an additional ten high schools pending their authorization by the International Baccalaureate organization.

Goal 3: ***Enable the provision of relevant and high quality post-secondary education and training***

Post Secondary Infrastructure
The Department will develop a mechanism to manage provincial post-secondary education infrastructure investment, and will continue to work with its partners both within the province and in the other Atlantic provinces to gain federal funding for an infrastructure renewal program.

University Funding and Tuition Fees
The Department will work with universities to establish a three-year funding commitment starting in 2008-09. The Memorandum of Understanding (MOU) will establish targets for funding, tuition fees and other mutually agreed upon goals for the university system. The Department will implement the government's commitment to reduce university tuition to the national average by 2010–11. This commitment will be incorporated into the last year (2007–2008) of the existing MOU with universities.

Post Secondary Education Research Advisory Panel
The Department will set up the Minister's Post Secondary Education Research Advisory Panel. The Panel will comprise post secondary institutional, student and government representatives, and will pursue research projects of importance to post secondary education policy in Nova Scotia.

NSCC Growth Plan
The Department will complete commitments set out in the Nova Scotia Community College (NSCC) growth initiative and work with the NSCC to operationalize its new strategic plan.

University Funding Formula
The Department will complete the update of the university funding formula for consideration by universities. This will be the first opportunity since 1998 to extensively review the funding formula, which determines the allocation of government funding among universities.

Teacher Education
The Department will undertake a review of teacher education. This review will have a mandate to make recommendations on delivery partnerships, seat availability, flexible delivery modes, a curriculum review, advisory and consultative mechanisms, and pro forma certification of teachers graduating from Atlantic universities in approved teacher education programs.

Goal 3 Performance Measures

Outcome: Better Educated Nova Scotians

Measure	Baseline Data	Data	Target (2010-11)	Strategies
Average Nova Scotia tuition fee	$6,571 (2006-07)	Not yet available	$5,102	Memorandum of Understanding with Universities on Funding and Fees
Percent of Nova Scotians aged 25-54 with post-secondary certificate, diploma, or degree	62.0% (2004-05)	60.5% (2005-06)	Increase over baseline	MOU with Universities on Funding and Fees NSCC growth strategy Improvements to the Student Assistance Program - Student debt reduction program with doubling of bonuses in 2006-07 - Higher CSL loan limits - Change to parental contribution requirements
Number of diplomas, certificates and degrees issued by Nova Scotia Institutions	12,398 (2003-04)	13,258 (2004-05)	Increase over baseline	
Nova Scotians enrolled in universities	29,821 (1999-00[1])		Increase over baseline	Improve Student Assistance Program NSCC development Improve access to grants for students with disabilities. NSCC disability goods and services MOU
Enrolment at the Nova Scotia Community College	8,495 (2004-05)	8,978 (2005-06)	10,300 (2008-09)	

[1]This is the most recent data available from Statistics Canada. Students not necessarily studying in NS. Data on enrolments in private career colleges is not available through Statistics Canada.

Goal 4: Promote healthy, active learning communities and families

Health Promoting Schools
The Department will contribute to Pan-Canadian Joint Consortium for School Health activities and related initiatives. With educational partners, the Department will support implementation of the provincial Health Promoting Schools program and the development of an evaluation framework. The program provides an overall framework for key school health initiatives in the province including healthy eating, physical activity, youth sexual health, tobacco reduction, and injury prevention in the school setting. Initiatives and policies such as the Food and Nutrition Policy for Nova Scotia Public Schools, the Provincial Breakfast Program, and physical activity promotion in schools support the provincial Health Promoting Schools program.

Health Education
New curriculum and learning resources for Health Education Primary–3 and Health/Personal Development and Relationships 8 will be introduced in 2007–2008. Curriculum resources will include new mental and emotional health education supplements for grades primary–9.

The Department will also work with partners to begin implementation of the sexual health education component of *Framework for Action: Youth Sexual Health in Nova Scotia*. Sexual health education initiatives over the next several years will include the alignment of curriculum with the *Canadian Guidelines on Sexual Health Education*, the provision of professional development opportunities for teachers of grades 4–11, the provision of resources to support the effective delivery of the sexual health curriculum, and increased opportunities for networking between schools and community partners to enhance curriculum delivery.

In partnership with the Department of Health Protection and Promotion, the Department will expand support in the areas of drug education, grades 7–9; prevention of problem gambling; and alcohol and other drug education resources for senior high students.

Physical Education
Government has committed to making physical education a mandatory high school credit. Students graduating in 2011 will be required to have a physical education credit. Over a three-year period, funding will be provided to increase the number of qualified physical education teachers, grades 10–12. Learning resources and equipment will also be provided to support the new mandatory high school physical education credit.

New curriculum for Physical Education 10 and Fitness Leadership 11 will be introduced in 2007–2008, together with related resources. Physically Active Living 11 will be revised as a full-credit course and will be an eligible credit to meet the new physical education requirement.

The Department will increase targeted funding for boards to hire more physical education teachers for grades 3–6 and grades 7–9. This funding continues the *Learning for Life II* commitment to work toward the goal of funding 60 additional Physical Education teachers to assist boards in delivering quality daily physical education in the elementary and junior high grades. To date we have 18 new teachers in grades 3–6 .

Bus Transportation Criteria
The Department will review the bus transportation criteria to ensure young children are not walking too far or in unsafe conditions to school.

Family Literacy
The Department will expand partnerships in the field of family and parent-child literacy to enable parents to better support their children's learning in the home by supporting activities of the Family Literacy Advisory Group, the Read to Me! Program, the Family Learning Initiative Endowment Fund and the Équipe d'alphabétisation de la Nouvelle-Écosse. The Family Literacy Grant Program will assist families by providing opportunities for parents and caregivers to achieve their literacy and learning goals.

Goal 5: Foster access, equity and diversity through and within education and training

Barrier-Free Access in Educational Facilities
School boards report annually to the Minister on the barrier-free access status of their educational facilities. The Department will implement an online audit tool which will be completed annually by all educational facilities, and which will inform the report by each board.

Correspondence Study Courses
The Department will release eight Correspondence Study courses for student use in 2007–08: English 7, Science 7 and 9 and Communications Technology 12, Mathematics 7, Advanced Mathematics 11, Advanced Mathematics 10 and History 10. The Department will add two French second language correspondence study course offerings, Core French 10 and Biologie 12.

Online Courses
The Department will fund a total of 110 seats in online courses in 2007–2008 for small high schools with access to 18 new online courses.

African Nova Scotian Learners
After ten years since the *BLAC Report: Redressing Inequity - Empowering Black Learners* publication, the Department will continue to support implementation of the recommendations, and initiate a review of the programs and policy changes which have been effected, to ensure they are contributing to the desired outcomes.

The Department will coordinate with School boards to pilot the English 12 – African Heritage course, identifying and purchasing the required learning resources.

Closing the achievement gap between African Nova Scotian students and the Nova Scotia average remains a key goal, and the Department will coordinate with school boards and community partners to strengthen in-school and after-school literacy supports.

To foster greater access to skills training and trades, the Department will continue the short-term job training grant, assess the Transition Year Program at the NSCC, and make any required improvements. More resources will be allocated to encourage African Nova Scotian youth to participate in apprenticeship. Also, the Department will increase the Scholarships for Science Professions from five to ten.

To increase positive parental involvement in education, the Department will work with the Black Educators Association and the Council on African Canadian Education to renew the Regional Educators Program based on the program review. The Department will also continue the outreach to parents through four regional positive parenting workshops.

Funding will be provided to implement the Africentric Learning Institute programs with a focus to youth development and leadership, educational research, educational leadership capacity building, and parent engagement.

Mi'kmaw Learners
The Department will conclude a review of the roles, responsibilities, programs, and services related to direct support to Mi'kmaw learners and an effective delivery and support structure. The Department will work with the Mi'kmaw community and school boards to support targeted initiatives aimed at closing the achievement gap.

Gaelic Initiatives
The Department will implement Gaelic 11. A Gaelic Language and Culture Workshop will be offered to teachers of Gaelic language, Gaelic Studies 11, and arts education. The Department will begin development of Gaelic language curriculum for grades 3–9 and a teaching resource for the elementary grades. To further strengthen the links established in the Memorandum of Understanding between the Highland Council in Scotland and the Provincial Government of Nova Scotia, the Department will support a Craft Residency project in the Strait Regional School Board, whereby a craft maker from Scotland will work with students and teachers in selected schools.

Racial Equity Policy
The Racial Equity Policy builds on successful school-based implementation which was carried out during 2004–2005 through 2006–2007. Student Self Identification Survey pilots will be implemented at three school boards across the province and will be used to inform the development of a provincial system for self identification. The Racial Equity Policy Monitoring Framework Survey and the Department action plan will be used to inform the development of practices, initiatives and training necessary to move forward with implementation.

To enhance the ongoing efforts of the Department to assess and monitor student progress, the Department will hire a consultant to work with the Evaluation Division to ensure that all assessment and evaluation tools and processes are fair and free of racial and cultural bias.

Supports for Post Secondary Students with Disabilities
The Department will research and develop evaluation tools to measure the impact of program supports and services on students with disabilities following their departure from post-secondary institutions.

In collaboration with the Province's public post-secondary institutions, the Department will develop service standards related to the delivery of grants, goods and services to students with disabilities, and review its program intake system for students with disabilities in post-secondary training for the purpose of ensuring ease of program access for all students with disabilities attending part-time and full-time studies.

Student Loans and Grants
The Province will implement improved Debt Management for students repaying Nova Scotia Student Loans through the introduction of a Repayment Assistance Program (RAP). RAP will provide eligible students with a more affordable payment through revised debt to income ratios, and provide gradual relief such that more students qualify for full or partial support.

The Province will assume the role of lender for Nova Scotia student loans, lending funds directly to students. It is anticipated that this will increase the efficiency of the Nova Scotia student assistance program and could result in savings to Government and potentially to students through lower interest rates.

The student assistance re-engineering on-line application and assessment project will be implemented August 1, 2007. The project will integrate the online application, production and the imaging and work flow systems. This will improve processing time for loan applications as well as allow the office to respond more quickly to program improvements.

Public Libraries
The Nova Scotia Provincial Library will identify and develop essential library benchmarks for public library services, such as open hours, collections development and accessibility.

The Nova Scotia Provincial Library will work with library boards, Chief Librarians and municipalities to lay the groundwork for the development of a multi-year funding agreement.

Goal 5 Performance Measures

Outcome: Nova Scotians, rural and urban, have improved access to a full range of library services via the internet.

Measure	Baseline Data	Data	Target (2009-10)	Strategies
Use of web-based library - number of visits to public library services through web sites	1,810,967 (2005-06)	2,359,485 (2006-07)	Increase over baseline	Promote use of remote access and develop promotions campaign Update and make more resources available online. Assess functionality of online public access catalogue Monitor trends in web-based library use; identify opportunities for NS libraries.

Outcome: Responsive and flexible learning environment

Measure	Baseline Data	Data	Target (2010-11)	Strategies
Student enrollment in online public school courses as part of the small school initiative	77 provincially funded students (2005-06)	94 provincially funded students (2006-07)	Increase over baseline	Coordinate online pilot courses with school boards and increase provincially funded seats for small schools. Establish a common provincial platform for online learning.
Measure	**Baseline Data**	**Data**	**Target (2007-08)**	**Strategies**
Number of recommendations of BLAC Report implemented	13 of 30 recommendations implemented (2001-02)	22 of 30 initiated/ implemented (2004-05) 25 of 30 (2005-06)	All recommendations are initiated and/or implemented	Continue implementation of BLAC report recommendations.

Outcome: Students with Disabilities Have Increased Access to Post-Secondary Education

Measure	Baseline Data	Data	Target (2010-11)	Strategies
Number of students with disabilities graduating with post-secondary certificate, diploma or degree who receive assistance from the Province of Nova Scotia.	478 (2005-06)	Not yet available	740	Improved marketing materials: web site, handbooks, brochures. Special project funding to institutions. Establish goods and services standards. Building connections with P-12 system. Survey students with disabilities to determine success strategies and gaps.
Percent of total student enrollment at colleges and universities in Nova Scotia receiving assistance from one or more of the provincial programs for students with disabilities.[2]	4.1% (2006-07)	Not yet available	6%	

Outcome: Improved access to post-secondary education through improved funding and program delivery of Nova Scotia student assistance

Measure	Baseline Data	Data	Target (2009-10)	Strategies
Number of grants issued for under represented groups.	1,548 (2004-05)	5,102 (2005-06)	Increase number of grants issued by 10% over baseline	Improvements to the Student Assistance Program. Introduction of needs based grants for under represented groups, including students from low-income families and students with disabilities. FPT discussions on improving student loan access.
Value of grants issued for under represented groups.	$3,036,462 (2004-05)	$8,866,815 (2005-06)	Increase value of grants issued by 10% over baseline	

[2]Statistics show that 6% of students who enrol at university are students with disabilities yet only 3% of students enrolled in university access Nova Scotian programs for students with disabilities.

Goal 6: ***Develop a skilled and adaptable workforce***

Options and Opportunities
The Department will invest in an expansion of the highly successful Options and Opportunities (O_2) program. This innovative program connects high school students with employers, secures admission to the Nova Scotia Community College upon graduation, and helps prepare them for success in the labour market. In 2007–2008, O_2 will be expanded from grade 10 to grade 11 in the 27 schools currently offering the program. Funding will be provided for five additional schools to offer the program.

Composite Programming
The Department will further expand choices for hands-on learning at the high school level by preparing to introduce composite programming in selected high schools. When implemented, the new programming will offer students opportunities for trade-specific learning in the areas such as Metals, Wood, Plumbing/Pipefitting and Electrical.

Youth Pathways and Transitions
The Department will introduce the Nova Scotia LifeWork Portfolio in grade 9, and support implementation of career-related courses such as Multimedia 12, Geomatics 12, and Tourism 12. The Department will introduce new Keyboarding, Exploring Technology, Food Technology, and Food Handling and Production courses at the grade 10 level. *Promising Occupations* brochures for students and their parents will be produced and distributed. A *Career Infusion* resource will be developed to assist content area teachers in integrating career education across the curriculum.

Engaging Youth
In 2007–2008 the Department will expand the scope and influence of the Youth Advisory Council (YAC) and the Provincial Student Education Council (PSEC) within and outside of government. The councils will act as consultants to initiatives in the Department and other departments across government. A brand identity will be created for both councils to raise awareness of the opportunities for youth to be engaged and to help build a strong relationship with government.

Graduate Follow Up Survey - Private Career Colleges
The first Graduate Follow-up Survey results will be reviewed with individual private career colleges and a process for the annual survey will be finalized.

Adult Learning
The Department will advance a number of adult learning and literacy strategies for Nova Scotia by: strengthening and developing partnerships through the Nova Scotia School for Adult Learning; piloting the revised Level II curriculum of the Adult Learning Program; developing a professional development strategy for Level II practitioners; reviewing and revising Level IV math curriculum; publishing the Level III curriculum; working with the Department of Health and other stakeholders to continue the health literacy awareness initiative, and continue working with the Seniors' Secretariat to implement appropriate learning opportunities through the seniors' literacy initiative.

The Department will continue its prior learning assessment and recognition (PLAR) initiative, reviewing recommendations arising from the Provincial PLAR Advisory Committee and preparing a plan for moving the initiative forward in Nova Scotia. Capacity will continue to grow through the ongoing delivery of introductory and more advanced, in-depth and targeted PLAR training.

Skills Nova Scotia
The Department will implement recommendations to revise and refresh the Skills Nova Scotia Framework arising from the review of the Framework undertaken in 2006–2007. A communication strategy will be implemented to disseminate information regarding the revised Framework and to further promote it as the Province's guide to developing and implementing provincial programs, services and initiatives for building a skilled and adaptable workforce.

A comprehensive 4R strategy (retain, retrain, repatriate, recruit) will be embedded in the renewed Skills Nova Scotia Framework. This strategy will provide the focus and supports necessary for overcoming pressures on the Nova Scotia workforce such as the growth in global competition, the falling birthrate and the impending retirement of the baby boomer generation, out migration, and rapid changes in technology.

Skills and Learning Agenda
The collaborative efforts of all partners are key to developing a skilled and adaptable workforce. The Department will further engage industry, labour, and business in the Skills and Learning agenda of the province, to identify current and emerging issues facing the Nova Scotia labour market. This will include revitalization of a partners advisory forum and a focus on establishing more opportunities for joint labour market participation and partnerships.

Labour Market Development
The Department will establish an integrated approach to labour market development through engaging with all partners to improve government labour market programs and services. As an example, the Department will align the Skills Nova Scotia Framework activities with Opportunities for Sustainable Prosperity 2006.

Labour Market Information
The Department will undertake a Labour Market Information Strategy to provide a foundation for the development of new labour market information products that support the decision making needs of individuals, employers, educators and governments. An in-depth industry review of approximately 20 sectors will be conducted to provide insight into current trends and issues. In addition, a tool will be developed to help industry and government better respond to developing labour market issues related to supply and demand.

Apprenticeship
A marketing and promotion strategy for apprenticeship will be developed in 2007–2008 to promote apprenticeship to employers and youth exploring the skilled trades. It will also educate youth, parents and educators on the opportunities and benefits of pursuing a career in the skilled trades and inform consumers on the benefits of hiring qualified tradespeople.

Goal 6 Performance Measures

Outcome: Nova Scotians achieve a secondary education credential and increase their employability

Measure	Baseline Data	Data	Target (2009-10)	Strategies
Number of adult Nova Scotians graduating with the NS High School Graduation Diploma for adults	451 (2004-05)	506 (2005-06)	Increase over baseline	Administration of the Nova Scotia High School Diploma for Adults

Outcome: Nova Scotians achieve trade certification & increase their employability

Measure	Baseline Data	Data	Target (2008-09)	Strategies
Number of Nova Scotians receiving certification through Apprenticeship Program	719 (2004-05)	759 (2005-06)	725	Trade Specific Upgrade Training Youth Apprenticeship Apprenticeship Essential Skills Initiative Marketing Strategy

Outcome: Nova Scotians have access to adult education

Measure	Baseline Data	Data	Target (2009-10)	Strategies
Number of adult learners enrolled in literacy and upgrading programs through the Nova Scotia School for Adult Learning	4,561 (2005-06)	Not yet available	Increase over baseline	Administration of the Nova Scotia School of Adult Learning Administration of the Community Learning Initiative

Outcome: Nova Scotians have access to workplace/workforce education

Measure	Baseline Data	Data	Target (2008-09)	Strategies
Number of businesses participating in workplace /workforce programs	50 (2005-06)	Not yet available	58	Development of Workplace Education and Workforce Adjustment Programs
Number of Workplace/Workforce programs delivered	123 (2005-06)	Not yet available	135	
Number of Workplace/Workforce participants	1,200 (2003-04)	1,220 (2004-05) 1,430 (2005-06)	1300	

Goal 7: ***Strengthen accountability in the areas of governance, resource investment and utilization, and reporting of results***

Student Assessments

The Language Literacy Assessment program will be expanded from the current Elementary Literacy Assessment administered in grade 6 to a Junior High Literacy Assessment to be administered in grade 9 and an Early Elementary Literacy Assessment in grade 3 in the spring and fall of 2007 respectively. Each assessment will yield individual student results for parents, and the results will be used by schools to develop support/intervention plans for those students whom the assessments identify as requiring additional support with reading and/or writing. The Department will continue to monitor progress of students in reading and writing.

The Department will field test a classroom resource to assess the writing skills of grade 12 French immersion students.

The new national assessment, the Pan-Canadian Assessment Program (PCAP) will be administered in the spring of 2007. The assessment will focus on the mathematics, reading, and science performance of our 13-year-old students. The results of the Progress in Reading Literacy Study (PIRLS) will be released in December 2007 and will report on the reading performance of our grade 4 students. It is anticipated that the results of the 2006 administration of the Program of International Student Assessment (PISA) will also be released in 2007. PISA is administered to our 15-year-old students and reports on performance in mathematics, problem solving, reading, and science.

Nova Scotia Examinations (NSE) will be administered in English 12, English/Communications 12, Mathematics 12/Mathématiques 12, Advanced Mathematics 12/Mathématiques avancées 12, Calcul différential et intégral 12, Chemistry 12 (English and French immersion) and Physics 12.

The NSE will be expanded to include other subjects such as biology and social studies on a rotational basis. Beginning January 2008, an NSE History examination will be administered for the first time. The Department will expand French first and second language assessments.

School Board Accountability Review Framework
An accountability framework will be developed to monitor and report upon school board quality assurance, based on data from the school accreditation program. The framework will include establishing a monitoring team in Spring 2007 which will oversee implementation of reviews in two school systems in Fall 2007, and development of a report and evaluation of the model in Spring 2008.

Business Support Centre
The Department will support the recently introduced SAP HR and Payroll modules in school boards through the Business Support Centre.

Emergency Preparedness
The Department will develop a Business Continuity Plan to provide a planning tool that will enable the Department to continue to provide essential services to Nova Scotians in the event of an incident or emergency situation.

French Language Services Plan
The priorities outlined in the Department of Education's 2007–2008 French Language Services Plan will be implemented with a focus on assessment of existing French language services and identification of key areas where these services are required; provision of French language training opportunities for employees; and, participation on the Government's French Language Coordinators' Committee.

Goal 7 Performance Measures

Outcome: Improved accountability/reporting of results

Measure	Baseline Data	Data	Target (2008-09)	Strategies
Reporting of completed Performance Management plans	29% (2005-06)	Not yet available	100%	All divisions will create training plans in support of the Department's Business plan

Outcome: Better Educated Nova Scotians

Measure	Baseline Data	Data	Target (2009-10)	Strategies
Elementary Literacy Assessment (Grade 6) Percent meeting Expectations in reading and writing	81% (2004)	74% (2005)	Increase over baseline	Active Young Readers/Jeunes Lecteurs actifs in grades P-6 and 7-9

Outcome: Better Educated Nova Scotians

Measure	Baseline Data	Data	Target (2009-10)	Strategies
Programme for International Student Assessment (PISA) Results[1] (15-year-olds) Scale score	Reading 513 (NS 2003) 528 (Canada 2003) Math 515 (NS 2003) 532 (Canada 2003) Science 507 (NS 2003) 519 (Canada 2003)		Canadian Average for Reading, Math and Science	Writers in Action/Écrivains à l'oeuvre 4-9 Teaching resources for mathematics grades P–9 Mandate instructional time allotment for language arts and mathematics for grades P–8 Implement new science program for grades P–5 Increase support for and access to Reading Recovery™ Provide funding for literacy and math mentors Literacy Success 10 and 11
Nova Scotia Examinations (NSE) Results (grade 12) Percent passing	English: 76% (2004) Chemistry: 66% (2004) Physics: 51% (2004) Math 57% (2005)	English: 89% (2005) 87% (2006) Chemistry: 59% (2005) Physics: 59% (2005)	Increase over baseline year	

[1] PISA is administered every three years.

8. Human Resources Strategy

The Department of Education will focus on providing human resources development activity which is aligned to the Employee Survey Results as well as the Corporate Human Resources Plan. Activities for 2007–2008 will be aligned to the Corporate HR Plan as follows:

To make a difference through a skilled, committed, and accountable public service
The Education HR CSU will offer a course calendar to employees of the Department of Education. The calendar will contain courses for employees to build their skills and abilities to carry out the work they do on a day to day basis, as well as develop for future positions of interest.

To be a preferred employer
All employees are required to have a performance plan. To that end, the Department has placed an emphasis on providing the training and coaching necessary for all employees and work units to participate in the development of performance plans which link individual work targets to Department and Government priorities. Performance plans and their corresponding development plans will form the basis for succession and talent management.

During 2007–2008, an orientation package and information session will be developed and made available for all new employees joining the Department.

The Foundations for Management initiative will focus on the design and roll out of a 'Recruitment and Selection' module to support website information. As well, design will begin on a 'Labour Relations' module.

To be a safe and supportive environment
During 2007–2008, the Department will co-operate with the Public Service Commission on an occupational health and safety audit, and a key focus of the year will be addressing its outcomes.

Managers and employees of the Department will be expected to participate in the roll-out and implementation of the new 'Employee Safety and Well-being' policy when it is introduced. As well, 'Leading a Respectful Workplace' sessions will be promoted. Training opportunities will continue to be made available through Learnnet to help managers meet their OHS obligations.

To be a diverse workforce
The Department will focus on revising the Diversity and Affirmative Action Plan with a view to promoting the plan itself and key activities within the plan. This will include:
reinforcing the availability of the mandatory course, 'Diversity and Employment Equity';
promoting ' Diversity for Leaders' when the course is available through the Public Service Commission; and, striving to utilize the resources available to build a diverse workforce.

Human Resources Strategy (continued)

To be a learning organization
Department employees will continue to participate in Leadership Development programs offered through the Public Service Commission.

All employees will have access to training and development opportunities available through the Learnnet calendar and offered by both the PSC and the Education HR CSU.

9. Budgeting Context

Department of Education - Estimated Budget Expenditures by Core Business			
	Estimate 2006–07 ($ millions)	**Forecast 2006–07 ($ millions)**	**Estimate 2007–08 ($ millions)**
Gross Current Program Expenses	1421.7	1471.7	1501.5
Net Program Expenses	1366.1	1,400.8	1,439.3
Salaries and Employee Benefits	25.2	25.6	27.9
Funded Staff (FTEs) Net	404	358	404
TCA Net Purchase Requirement	84.8	105.8	58.8

The 2007-2008 net budget request represents a $73.2 million increase over the 2006-2007 Approved Estimate. The major components of the increase are below:

Funding to Regional School Boards	17.8
Brighter Futures Together - Year 3	6.7
Nova Scotia Community College	13.5
Student Assistance and Other	7.2
Skills and Learning	4.1
NS Provincial Library	1.0
Assistance to Universities	22.9
Total	**73.2**